

THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

National Intelligence Officers

23 March 1977

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MEMORANDUM FOR:
Director, OPEI/IC

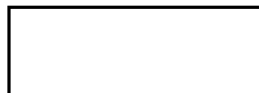
FROM : Richard Lehman
Deputy to the DCI for National Intelligence

SUBJECT : NIO Contribution to the PRM-11 Task 2 Draft

Attached are some specific words for you to use in section III, A 1. and 2., B, and C 2.b. You also invited us to make some comments about actual problems encountered based on these factual descriptions we have provided. Three items stand out in particular.

1. The line between current and estimative intelligence has always been hard to draw. But the nature of current intelligence has made it necessary to divide the responsibility for producing current and estimative intelligence. There has always been a problem in making sure that the two are consistent. This problem has been further complicated by the necessity of making an intelligence contribution to Presidential Review Memoranda which partake of the nature of both current and estimative intelligence.

2. Another serious problem concerns warning and crisis management. Because all the agencies and departments of the Community gear themselves up for crises, they produce a welter of conflicting, overlapping,



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or irrelevant information that reaches the policymaker at a time when he needs only the clearest and most cogent intelligence support. The Intelligence Community, under the guidance of the DCI, is attempting to revamp and streamline its crisis management procedures. The role of the DCI in wartime must first be specified. When that decision is made, crisis management -- from "small c crises" through "large C crises" to war can be structured more systematically.

3. We are also faced with what I have called the crosswise problem. The flexibility of the NIOs to cut across organizational lines is essential but it also tends to put the NIOs crosswise with the producers' normal chains of command. This is a problem for us especially in our relationships with CIA's DDI. We face a dilemma; the more closely the NIOs are integrated with the DDI the more efficient they are and the less ecumenical they are perceived to be by the Intelligence Community.



Richard Lehman

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Attachment
As stated

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